

12 June 1964

MEMORANDUM FOR: Director of Personnel

SUBJECT : Reorientation in Supervisory Responsibilities

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[REDACTED] and I were the PRS members who attended the 9 June 1964 Reorientation in Supervisory Responsibilities. We were very much impressed with the session and considered it a very worthwhile experience. Our general observations are indicated below:

SUBSTANCE OF PRESENTATIONS

The substance and contents of the 4 formal presentations were quite good.

Mr. McCone is an impressive and articulate speaker who set a fine tone for what followed. We would have preferred him to be more explicit, however, in stating the reasons for the reorientation program instead of passing this chore entirely to those who followed him.

Mr. Echols' talk was well organized, carefully prepared, and skillfully presented. He certainly dispelled any doubt (which we understand existed in the first session) as to why the re-orientation program has been developed. He covered his ground clearly and thoroughly. We suggest no changes for future sessions.

Dr. Tietjen made a very good talk but we believe it suffered in comparison to the sparkling presentation he made in the first session. Unfortunately, between the two sessions he must have been persuaded to delete the humor that filled his earlier talk. This is unfortunate; he should re-insert it. Dr. Tietjen is an accomplished speaker and puts his material across exceedingly well. However, what he said lacked the pointedness and specificity that we would have preferred. For instance, we would very much have liked to hear him describe how supervisors can recognize and deal with tension. Dr. Tietjen talked more about how supervisors should handle their own health problems than how they should deal with health problems among their subordinates. He should, we think, have given greater emphasis to the latter.

Colonel White made a fine presentation. An important improvement over his first talk, perhaps, was the heavier accent on personal philosophy that ran through what he said, as opposed to the pedagogical approach in some of his earlier speech. He got the same material across but improved his technique. And he set an excellent example for the Deputy Directors who will follow him in coming sessions.

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PROGRAM AND ARRANGEMENTS

We strongly endorse the order of speakers in the second session. The material presented by the Director of Personnel logically followed that of Mr. McCone and teaming these two speakers was an excellent choice. Likewise, we believe it proper to have Colonel White follow, rather than precede, his two Office heads. This adds to the atmosphere of personal philosophy he established and also permits him to emphasize and comment on the remarks of preceding speakers.

Arrangements for the session were excellent. The OTR Ringmaster was efficient without intruding. Speakers followed their time schedules quite closely and the whole session had a lively pace that kept the audience interested right through to the end.

SUGGESTIONS

Notwithstanding our very favorable reaction to the Reorientation, we still have a few suggestions for possible improvement.

We are not entirely satisfied with the panel. First, we would add the Director of Finance if the panel is to deal with financial topics, as presumably it is. Second, we would like to see questions condensed and grouped a bit more so that the panel could deal with them hopefully in about an hour. The major reason for cutting the time is to allow the Executive Director-Comptroller at least a half-hour at the end to make some summary comments. Mr. Kirkpatrick is a speaker all of us look forward to hearing and we considered it unfortunate that he did not make a formal presentation of his own during the session. This could have been managed quite easily by having him take the last half-hour available to the panel to sum up comments and add a few of his own as a sort of a "benediction" to the session. He actually did this, of course, for a few minutes on 9 June but ought to be given a long enough period to do it properly.

We heartily endorse the suggestions following the first session to omit the Security and Finance presentations. Material on these subjects can be dealt with adequately by the panel if the heads of the two Offices are both present on the panel.

A very minor point: the 20-minute breaks should be cut to 10. We had extra time on our hands during the breaks that could have been used to stretch the lunch hour or to get us out of the Auditorium a little earlier in the afternoon.

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